

Monitoring Entity Recommendations Themes Dashboard – August 2023

This dashboard provides a progress update against open themes from monitoring entity recommendations. Themes will be removed from this list once they no longer appear consistently in monitoring entity recommendations and findings. Some themes are significant issues across numerous reports. Others are issues raised via a single thematic report or through other channels by monitoring entities.

Existing theme	Progress Update
	Not clearly connected to a work plan or programme yet
Prisoner property	Common prisoner concerns about property relate to delays in processing, property damage, and reviews of property claims. In October 2022, the Chief Custodial Officer was provided with a review of national and regional documents and procedures relating to prisoner property. Further work is required and will be undertaken by the Chief Custodial Officer team, once resource becomes available.
Clothing and bedding	The issues of access and hygiene of clothing and bedding have been long-standing. Work at a regional level remains ongoing to ensure that there are significant volumes of clothing and bedding available, not only in the receiving office but across all units within a prison. Staffing pressures have impacted the ability for staff to consistently respond to requests for extra kit, or to proactively monitor the quality of clothing and bedding and replace these as required.
	Connected to a work plan or programme but with limited evidence of change yet
Increased unlock hours and normalised mealtimes	The Making Shifts Work Project closed in June 2022, having delivered a replacement roster-to-pay solution at 11 prisons. Staffing pressures are impacting the ability to deliver increased unlock hours and normalised mealtimes at most sites. This means that some benefits of the MSW programme are likely to be impacted. The programme to re-establish and improve the availability of prison activities is supporting sites to develop plans to improve service delivery across the network. The National Workforce Planning Team is supporting this by ensuring oversight of roster changes required to support planning and increases to operational capacity.
Prison Inductions	A number of projects are underway to improve the immediate needs assessment that is completed in the Receiving Office on arrival to prison. These include a pilot programme with Te Pā (formerly PARS) at AWRCF, Auckland Prison and MECF with referrals having been received since mid-July. The pilot primarily aims to assist with whānau needs. Following a successful pilot of translated material and reader-pens to support dyslexic readers or people with low literacy in the Receiving Office, approval is being sought to implement these resources into Receiving Offices and Health Units in all prisons. Our external website has created a whānau space where information whānau need is easily accessible. We are working through the brochures and information packets to ensure the message is easy to understand and accessible via phone, tablet or computer. When someone you care about goes to prison Department of Corrections
Needs of older prisoners	The Ageing Well Action Plan for Older People was launched on 4 August 2023. The plan will be supported by an Advisory group of experts with immediate and short-term actions (delivery by end of 2025) enabled by a working group. Immediate actions underway lay the foundations for further progress and include: implementing the ACC “Live Stronger for Longer” falls prevention programme; strengthening and developing a national process for referring to the Needs Assessment Service Coordination (NASC) services to be responsive to the cultural needs of all older people in prison; reviewing and updating the end-of-life policy and procedure; and recruitment of four new social worker roles for older people and disabled people.
Needs of disabled people	The Corrections Disability Action Plan 2023 - 2027 was launched in February 2023. A Lead Adviser Disability has been recruited to lead the implementation and work has begun on the four immediate actions of this plan including: recruiting dedicated social workers, establishing a Disability Advisory Group to support implementation, improving screening assessments and developing accessible versions of the plan. All immediate actions are on track for completion by the end of 2023.
Medication Management	The E-Medication administration project will deliver a new digital solution for real time ordering, prescribing, administering, and tracking of medication for people in prison. The first stage of piloting the solution will begin at two sites in late 2023. Safer Prescribing Guidelines have been developed, and the Medicines Management Policy has been split into operational procedures. We are also exploring initiatives on top of current policy and practice regarding medication rounds, to allow people to hold their own medication where safe to do so in order to free up time for other critical activities.
Access to dental services	In December 2022, an extension to the current Dental Contracts was approved through to November 2025. Local options continue to be explored to best meet the demand for services at different sites.
Staff Training – Health staff	We are investing in our staff to ensure they have the capability to meet the high and complex needs of the people in our care, this is progressing well in the context of staffing shortages and significant pressure on our frontline. Nursing staff currently are required to complete Deteriorating Patient training and Primary Mental Health training. The Deteriorating Patient programme is new and will be evaluated in December 2023 to provide assurance it is meeting the needs of staff. A review of the Primary Mental Health training was completed in July 2023 and demonstrated learning objectives are being met, with staff confidence increasing and learning being incorporated into practice.
Staff Training – Custodial, whole of organisation	Significant work is underway to help lift staff capability and training opportunities across the Department. A new version of the core initial training platform for new Corrections Officers was successfully rolled out in January 2023. The training has an enhanced mental health module and has been well received. Work will continue to ensure it delivers the outcomes sought. Four out of five transitional managers have been appointed to lead the development and design of the new capability function. A Kaitiaki - Capability Pathway Manager has been appointed to develop cultural capability, building upon the content of Whāinga Amorangi Te Ao Māori Capability Plan. Planning for the delivery of a number of cultural capability uplift initiatives, including the continued delivery of Te Tiriti and partnership training is underway. There continues to be a significant number of updates to learning content available to staff and a significant number of staff completing learning and development opportunities.
Reduced Segregation	The Department has accepted all seven recommendations from the Inspectorate’s thematic report entitled ‘Separation and Isolation: prisoners who have been kept apart from the prison population’ . Work is underway to implement an interim assurance and escalation process and deliver targeted training for those who have oversight of the directed segregation process at sites. The longer-term system wide response is still being scoped.
Reduced use of force, and improving prison safety	The Reducing Violence and Aggression Programme of work is continuing. Key actions underway include: over 1400 frontline custodial staff have completed the violence and aggression capability uplift training, with training ongoing until December 2023; site-specific violence and aggression plans have been developed, supported through union engagement and the Prison Director Governance Group; ongoing consideration of fit for purpose training deliverables in the Action Plan, alongside the development of the custodial learning pathway; and the establishment and embedding of Prison/Union cluster groups with sufficient support to ensure they succeed. The Chief Custodial Officer’s team is also conducting a review of use of force, which will seek to provide new guidance for the completion of these reviews, and an IT system to support oversight and ease administrative burden.
Incentives Scheme	In August 2022, a broad review of the Prisoner Incentives Allowance Framework was endorsed. It is anticipated the full review will be completed by February 2024, with possible opportunities to make early incremental changes to be identified as the project progresses.
Fit for purpose prison facilities	As we progress the major long-term programme of work focused on delivering new builds, including modular builds, we can close units that are no longer fit for purpose. ELT endorsed development of a long-term network plan and the Draft Long Term Network Configuration Plan was presented to ELT in March 2023. The draft plan has a five- to ten-year horizon and will look to provide a quality, fit for purpose future prison network through a focus on High Security Resilience, Purposeful Prisons, Low Security/Hut units, Network Resilience and the utilisation of new capacity to optimise the network.
Access to ventilation & temperature control	Capital Planning and Planned Asset Replacement Plans have agreed a more integrated approach to invest in improving existing cooling equipment with an establishment of a Heating, Ventilation and Air Conditioning programme over 2023-26FYs. Planned Asset Replacement have implemented improvements wherever possible when replacing end of life existing assets and the Capital Plan contains an initiative to cover HVAC in Prison sites. In July 2023, approval was given for seed funding the newly named ‘Temperature Control & Ventilation Programme’, with focus for the FY 23/24 for feasibility and concept design work across the estate. Critical works is being carried out against the minor capital programme at four sites.

Existing theme	Progress Update
Information management and record keeping	An Information Management pack and the high-level Digital Information Management Work Programme has been endorsed. Pending a funding request, the discovery phase of the Information Management Work Programme will start in September 2023.
Recording minimum entitlements	Guidance is being sought on next steps following the pilot of the Minimum Entitlements app developed. A decision is yet to be made on a further rollout of the digital solution to other prisons, and whether to expand or amend the minimum entitlements being monitored at the pilot site.
Access to interventions	A new portfolio has been established to provide the governance for the evolving of Corrections' service delivery system (everything we do operationally with people being managed by Corrections). Transformation of the service delivery system will be deliberately incremental, underpinned by Hōkai Rangi, with the intended outcome being the embedding of holistic pathways and care packages that leverage off the existing initiatives and innovation underway across the Department.
Strategy and planning	A number of reports have highlighted the need to continue to operationalise Hōkai Rangi and other strategies, develop sufficient emphasis on Te Tiriti, improve organisational culture, and ensure appropriate governance at all levels. On 3 August 2023, The Pathway Forward Te Ara Whakamua change programme was finalised following consultation with staff and union partners. Reassignment recommendations for affected staff is due to be completed by end of September 2023. The new Strategy and Corporate Services group aims to better enable and support delivery of strategic outcomes, effective governance and decision-making. The revised People and Capability group will remain focused on developing and connecting people with our organisational purpose and the appointment of new roles to focus on capability uplift and alignment across the Department.
Monitoring and assurance	Over the past 18 months, improvements have been made to how internal and external monitoring entity reports are endorsed and monitored, to ensure key recommendations are linked to corresponding programmes of work and assurance over implementation is in place. The effectiveness of these improvements is being continuously refined and further strengthening of monitoring and assurance will be enabled through the implementation of The Pathway Forward Te Ara Whakamua change programme. An interim Advisory Board has been established to retain organisational focus on addressing the recommendations for the Ombudsman's self-initiated investigation.
	Connected to a work plan or programme with evidence of change, but progress is still underway
Enhanced privacy from cameras and barriers	The new Corrections Regulations enabling privacy screens in cells for people segregated for their mental health or subject to the penalty of cell confinement came into effect on 6 July 2023 and are drafted to give a five-year window for Corrections to make the necessary infrastructure changes across all prisons. Following the successful trial in January 2023, initial stages of camera pixelation across the network has commenced. Approximately 475 CCTV cameras are now equipped with pixelation option across 14 sites. The pixelation of these cameras will increase privacy across a broad range of cells including those used for at-risk prisoners, and cameras used for mental health and cell confinement.
Access to Prison Health Care	Initiatives are underway to improve the access to health care for people in prison. These are across all parts of health services, and include: undertaking needs assessments to improve services and outcomes ; refreshing the Health Care Pathway and providing additional clinics, including virtual clinics where possible to cover services gaps; reviewing mental health services (with a key focus on Māori health equity) to provide recommendations for future service development and delivery; delivery of new AOD and mental health services at a number of sites, including an agreement with SERCO to ensure provision at ASCF; and developing a new AOD pathway of care to ensure that more of the prison population are able to receive an AOD intervention matched to their assessed individual level of need.
Reduced suicide and self-harm	Work on completing the actions laid out in the Suicide Prevention and Postvention Action Plan continues to progress well. Key areas of progress include: implementation of an updated reporting system allowing mental health staff to input more detailed data on service delivery; ongoing delivery of relevant training including mental health literacy workshops; improving physical environments within Intervention and Support and Units through measures such as provision of furniture and televisions.; and the opening of Te Puna Hirikapo Oranga Unit to serve as an ISU "Step-down" unit at SHCF. The Inspectorate thematic review of suicide and self-harm over the past five years has been presented to the Department.
Needs of women	Implementation of <i>Wāhine – E rere ana ki te pae hou: Women's Strategy</i> and the associated action plan is progressing well. 11 'Do Now' actions have been completed with most of the remaining 'Do Now' actions prioritised and on track to be completed this year. Highlights this quarter include: creating enhanced practice guidance, training for staff and support for women to better prepare them for their Parole hearings; establishing a new Psychological Services team at Christchurch Women's Prison; implementing a new application to support social workers and other relevant staff working with women in prison, and children with case management and referrals; ongoing development of the Learning and Development Pathway and Support Framework for custodial staff working in a women's prison.
Access to culture	Work is continuing against many of the Hōkai Rangi actions to improve access to culture and provide both our staff and people in our management with cultural support to ensure their wellbeing and oranga. Examples of initiatives providing this kaupapa for people we are managing include (but are not limited to): Waka Anga Mua programme - seven cohorts have participated in this programme to build positive relationship with whānau with tikanga Māori as guiding principles for behaviour and interactions with others; Tēnei Au, Tēnei Au - 72 men have completed the programme, which combines Māori traditions, Ngāti Kahungunu mātauranga, and academic research to address intergenerational trauma; Pou Arahi - 23 Pou Arahi roles have been established since the Pathway Programme started in 2019. Pou Arahi roles work with people and their whānau, hapū, and iwi to provide wrap around support for the people in Corrections management; and Mauri Te Pae - 475 men have successfully completed this programme since 2020. The programme enables Ara Poutama Aotearoa to provide ongoing support for men during their time in prison and upon release.
Access to personal information	Through the Privacy Work Plan, Corrections continues to develop its frontline staff's understanding and capability of processing of access requests. A key feature is staff undertaking an online privacy awareness module: <i>Being Privacy Safe at Ara Poutama Aotearoa</i> , which includes guidance on access requests. Nearly half of our staff have completed the module. We have also revised our Privacy & Personal Information Guide to now be an online decision-support tool to assist staff with their processing of access requests.
Access to quality compliant resolutions	A thematic review into the complaints system was completed in March 2022 and the Director Complaint Resolution is leading a programme of work to implement the recommendations. A range of initiatives have been completed including: an online form on the website; a new advocate process; new policy and revised procedures; an integrated Resolve case management system; enhanced public complaint reporting; supporting the HD Advocacy Service to better connect with sites; and a Complaint Resolution Practice Centre on Tatou.
Improved prison maintenance	The annual Downer maintenance plan review was completed in June 2023 and focused on the effectiveness of the current maintenance plan (to maintain asset condition and reduction in faults), effectiveness of specific maintenance items, and supporting core deliverables around zero harm and compliance. Reactive maintenance is trending down with the continued focus on planned maintenance. As part of the Downer mid-term contract review underway, a number of improvements are being rolled out. These include: implementing a more robust methodology around delivering projects; and bringing additional areas into the scope of the Downer fixed fee (e.g. building wash-downs, painting) where these were historically delivered by Offender Employment. Regional Inspectors continue to report on issues with maintenance as needed. This is raised with the Prison Director in the first instance and recorded in a monthly summary of their site visit.